

The Weight of History: An Exploration of Resistance to Change in Vicars/Managers

Jon Aarum Andersen

What impact do managers have on successful implementation of organisational change? A model is suggested to assess the strength of managers to initiate and implement organisational change and development. The model rests on leadership theories and factors that describe and explain various change aspects of managers' behaviour. It is assumed that managers who have a change-centred leadership style, who are intuitive combined with power motivation and see urgent demands for change and development, have an optimal capacity for implementing major changes in their organisations. This model has been tested on a sample of 153 vicars, each facing a radically new situation. The Church of Sweden was disestablished this year breaking a structure, which has lasted for 500 years. As expected, very few of the vicars (as managers) exhibited change and development related behaviour described by the model. In fact, only one percent of the vicars appears to have maximum capacity to implement organisational changes. Whether the model can predict successful implementation of major organisational change remains to be tested.

Introduction

To understand how and why organisations need to change and develop is primarily a managerial challenge and responsibility. To initiate and implement change can hardly be accomplished without strong involvement by management. Burns (1996, p. xiii) points out that all change theories are partial. Some theories of change focus on the internal and external restrictions to and possibilities of accomplishing change. Another group focuses on the restrictions and options that managers face when trying to achieve change in their organisations. The model suggested here focuses on the change strength of managers in order to assess the possibilities of achieving change stemming from the managers themselves. Whether people in managerial positions actually work with change related issues, is another question. Farkas and Wetlaufer (1996) investigated five different approaches to management. They found that less than 20% of the CEOs investigated saw themselves as responsible for setting short- and long-term strategy.

The Theoretical Model

The model presented here has been initially tested by using generally accepted methods and measurements. It taps into some of the most well established leadership research over the last four decades. What is new is the combination of the components. Arguments are given as to why the concepts may form a model of managerial strength to implement organisational change. The theoretical contributions that are included in the model aim at explaining the consequences of managerial actions and behaviours. The model consists of four theoretical concepts:

- (1) *Leadership style* which describes the behaviour of the leader by task orientation, relationship orientation and change orientation.
- (2) *Managerial decision making style* which describes the typical way in which managers solve problems and make decisions. Intuition is one factor here which affects the orientation towards future possibilities and prospects.

A four-factor change model

(3) *Power motivation*, which aims at capturing the managers' desires, needs and strengths to initiate and carry through organisational policies and changes. The emphasis here is on the power motivated behaviour of managers.

(4) *Operation demands*, which focus on the managers' perception of what kinds of demands are most urgent in the organisation, being either relationship demands, task demands or development demands.

The model consists of four change factors being change-centred leadership style, intuition, power motivation and perception of change and development operation demand. Two new concepts are introduced which are combinations of these four basic change factors. The change-centred leadership style, intuition as dominant decision-making style and power motivated behaviour are theoretically behavioural factors while the change and development operation demand is not. Assumedly, these factors tap into an important orientation and aspiration of managers, which probably leads to specific actions in order to achieve change. Table 1 gives an overview of the dimensions and factors of the model.

Ford (1999) suggested another model to predict executives' creative performance by simultaneously considering their interpretative style, motivation, creative ability and work setting. This model, however, seeks to explain executives' impact on organisational change.

The first factor of change is the change-centred leadership style. The model captures those managers for whom the change orientation is stronger than the other factors of task and relationship. Intuition as the dominant way of solving problems and making decisions is the second factor. Those managers

who have predominantly the change-centred style and are intuitive in the decision making at the same time are characterised as having *change propensity*. Those managers with change propensity and at the same time are power motivated are seen as having what is called *change strength*. Change propensity and change strength are the two new concepts in the model. It is assumed that managers who see urgent operation demands for development in their organisations are more likely to apply their change strength.

The four basic factors are seen as variables explaining the outcome of the model. The outcome (dependent variable) is "organisational change initiated and executed." The model implies that managers with a special combination of characteristics have maximum theoretical capacity for attaining real changes in their organisations. Ford (1999) also argues that performance studies will be more effective if they consider the joint influences of several leadership factors.

The model has been tested on one sample of 153 managers. Extensive research has been undertaken and published on each of the four main variables. Pair-wise combinations between most of the variables have been investigated empirically (Andersen, 1994, 1999, 2000a; Ekvall & Arvonen, 1991; Arvonen & Ekvall, 1996). Figure 1 illustrates the model.

The model is not intended for investigating the relationship between organisational change and organisational effectiveness. However, Ekvall and Arvonen (1991) and Arvonen and Ekvall (1996) found that managers with a distinct change-centred leadership style are seen by their subordinates to be more competent than other managers. Andersen (1994, 1999) found that several empirical investigations support the hypothesis that power motivated managers are more effective than others. There are also some

Table 1. Dimensions and factors of the change model.

Dimensions					
Leadership style		Decision-making style	Motivation profile		Operation demand
Factors	Production-centred	Sensing	Achievement	CHANGE STRENGTH	Structure demand
	Change-centred style	Intuition	Power		Change demand
	Employee-centred	Thinking	Affiliation		Employee demand
		Feeling			

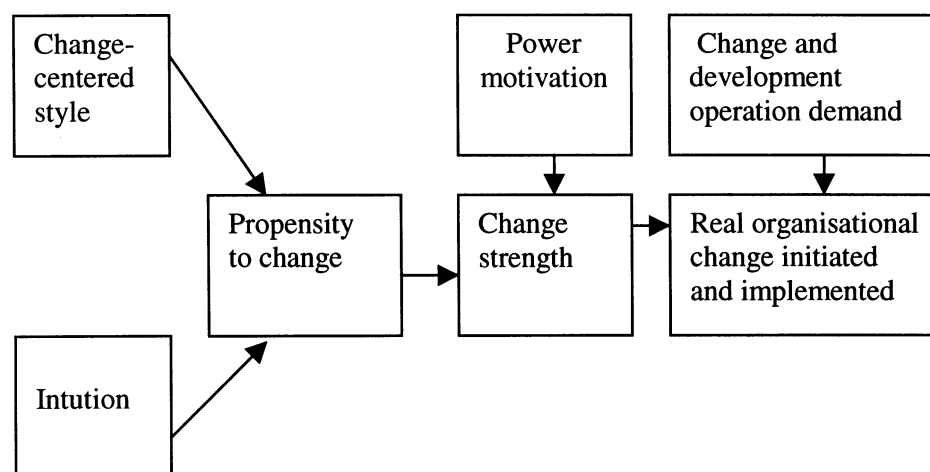


Figure 1. The Managerial change propensity model

indications that intuitive managers are more effective than managers with other decision making styles (Andersen, 2000a). The three factors in the model, which concern managerial behaviour, appear to be linked to effectiveness. This fact strengthens the assumption that these managerial change variables may cause real organisational changes.

Leadership Style

The leadership style theories embrace a description of the behavioural pattern of leaders as well as the consequences of various styles in terms of effectiveness. More data is available on leadership style than on any other aspect of leadership. The Ohio State University Leadership Studies tentatively defined leadership as "the behaviour of an individual when he is directing the activities of a group toward a shared goal" (Hemphill & Coons, 1957, p. 7). Two behavioural factors were found to be fundamental in all leaders investigated namely, *consideration* and *initiating structure* (Fleishman & Harris, 1962). Concern for people, employee-centeredness, concern for production, production centeredness and task orientations are other terms used by researchers. These factors are found simultaneously in the behaviour of all leaders, but in varying degrees. This statement is the most theoretically and empirically established in all leadership research.

Change-centred Leadership Style

Ekvall and Arvonen (1991) report investigations on leadership styles based on the

concepts and methods of the Ohio State Studies. They found when analysing behavioural data from several hundred managers in Sweden, Finland and USA that a third behavioural factor emerged. This factor was called changed-centred leadership style. The change-centred style depicts a supervisor who creates visions, accepts new ideas, makes quick decisions, encourages co-operation, who is not overcautious and who does not stress plans that must be followed. The third factor may have developed in today's companies as a consequence of the accelerating rate of change in many areas, which affect both products and processes (ibid.).

Motivation Profile

McClelland (1961, 1990) has performed extensive research into the relationship between motivation related behaviour in managers and effectiveness. He claims that every individual has, to a varying degree, a need for achievement, power and affiliation. The term "need profile" denotes the relative strength of the three needs. Three motivation profiles are used in this research tradition based on which of the three needs that are the "strongest," namely, achievement motivation profile, affiliation motivated profile, and power motivated profile.

McClelland's conclusion from several studies is as follows: When the need for power in managers is stronger than the need for affiliation it is an indication of effectiveness. What is crucial is not the strength of any specific need but rather the relative strength of the needs – the motive profile.

All leaders display both factors simultaneously

Power Motivated Profile

The need for power is defined as the desire to control other people, to influence their behaviour or to be responsible for other people and their work. McClelland explains why managers with a strong need for power behave in a way that causes effectiveness in organisations. A review of five investigations supports McClelland's thesis (Andersen, 1999). Power motivated leadership behaviour is regarded as a prerequisite for the propensity to change to result in change strength.

Decision Making Style

There is a change component in the problem solving and decision-making behaviour of managers. Jung's typology (1921/1971) has also influenced management research. Jung claimed that humans are guided by one of four functions when solving problems. These functions are: sensing which is a perception through our senses; thinking which gives us meaning and understanding; feeling which judges and assesses and intuition which tells us about the possibilities in the future (Jung, 1976, p. 203).

All humans have one function which is applied the most – the dominant one. The opposite of the dominant function (which is the strength of that person) is the inferior function (which is the weakness of that person). If, for instance, the dominant function is thinking the weakest function will be feeling. If the dominant function is intuition, the inferior function will be sensing.

There are two ways in which we can perceive problems, namely by the use of sensing and intuition. There are only two ways to solve the problem, that is by use of the thinking and feeling functions. Keegan (1984) adopted the theory and made it available to professionals and managers. He claims that Jung's typology gives a genuine insight into the question as to why individuals succeed or fail in their decision-making (Keegan, 1984, p. 3).

Intuitive Decision-making Style

Intuition as decision-making style clearly describes a change and development component in managers. Jung (1976, p. 145) defines the intuitive function as follows: "The intuitive person concentrates on the possibilities and is less concerned with details. He often finds the solutions directly without basing them on facts."

Operation Demands

Arvonen and Ekvall (1996) introduced the concept of operation demands. They claim that new business environment will require new management abilities concerning development, creativity, and radical innovation. The concept of operation demands includes three indices, covering change/development requirements, structure requirements, and employee development and relations requirements (Arvonen & Ekvall, 1996, pp. 5–6). Operation demand is a cognitive variable capturing the attitudes of the managers. The assumption is that managers who perceive the demand for change and development in their own organisations to be more urgent than other demands, are more likely to act in order to initiate and implement changes.

Indicators of Managerial Propensity to Change

The main indicators of the four factors of the model are listed below in order to provide a richer description of the behaviour and attitude of managers who are hypothesised to initiate and execute changes in their organisations.

- Change-centred style (Arvonen & Ekvall, 1996, p. 5)
Offers ideas about new and different ways of doing things; pushes for growth; initiates new projects; experiments with new ways of doing things; gives thoughts and plans about the future.
- The intuitive decision making style (Jung, 1971, 1976)
Seeks to exploit the possibilities; oriented towards the future; tries to discover new possibilities and find new solutions; uses imagination; gets carried away with new ideas and possibilities and ignore practical realities.
- Power motivated behaviour (McClelland & Steele, 1972, pp. 33, 43)
Desires to have impact; makes an impression on others or another; powerful actions; strong positive or negative emotions in others: concern for own reputation or position.
- Perceived change/development operation demand (Arvonen & Ekvall, 1996, pp. 5–6)
New ways of carrying out tasks are tested; employees contribute to radical changes in performing tasks; work is continuously reorganised: new products and services are developed; improvements are continuously carried out.

Method

Sample and data collection

In 1999 there were 1,044 vicars (rectors) in the Church of Sweden of which 153 (15%) were women. The vicar position in the Church implies the responsibility for staffing and finance of the activities of the church in that parish. In that respect the vicars are managers as well as spiritual leaders. The sample investigated consisted of 240 vicars (23%) randomly drawn from the total population.

The objective of the investigation was to assess the change potential of the vicars as the Church of Sweden, from the year 2000, has an independent relationship to the Swedish State implying an end to bond between the State and Church which has lasted for nearly 500 years.

Since the vicars are no doubt a special kind of manager this investigation made it possible to test the model of managerial change propensity. The hypothesis was that the vicars would – as a group – show a very low degree of propensity to change due to several factors. These factors are the uniqueness of their position as spiritual leaders being responsible in an organisation with approximately 1000 years of history, the relatively high age of the vicars and the long period of service in that position for most of them. If the empirical study had shown a high degree of change propensity in this sample the value of the model would be seriously questioned.

Data on the variables of leadership style, decision-making style, motivation profile and operation demands were collected by questionnaires developed and tested to measure the theoretical concepts as described in the previous section. During the spring of 1999 the 240 vicars drawn received a package of questionnaires. A description of each of the instruments follows with reference to their testing and scientific application.

The Instrument for Measuring Leadership Styles

Ekvall and Arvonen (1991) developed and tested an instrument which captures the leadership style factors of the CPE-model being change-centered style, production-centered style and employee-centered style. The instrument contains 30 items (10 items for each factor). The test results show that the CPE-questionnaire contains the qualities required by the research instrument (Ekvall and Arvonen, 1991). Skogstad and Einarsen

(1999) found substantial support for a distinct change-centered leadership style. The instrument has been applied in research by Ekvall and Arvonen (1991, 1994), Arvonen (1995), Arvonen and Ekvall (1996, 1999), Arvonen and Pettersson (1999), Lindell and Arvonen (1996, 1997), Ekvall and Ryhammar (1998), Sverke, Arvonen and Lindell (1999), and Skogstad and Einarsen (1999).

In previous research, the subordinates of the managers investigated have filled in the CPE-instrument. A version developed to be answered by the managers themselves has been applied in this study. The original questionnaire applies a Likert scale from 1 to 4 while the self-reporting version has a scale from 1 to 6. Some caution must be taken when comparing the results even though that is not the objective of this study.

The Instrument for Measuring Decision-making Style

Two different instruments were available to collect data on managerial decision making behavioural variables according to Jung's typology. The Myers-Briggs Type Indicator (MBTI)[®] is a questionnaire developed to enable testing for Jung's theory and using it in practice (Briggs-Myers & McCaulley, 1985, p. 1). The MBTI has become so widespread that it has almost lost its roots in Jungian theory according to Stoknes (1992, p. 103). The other test is The Keegan Type Indicator Form B (Keegan, 1980, 1982) which was chosen. For measuring the functions the Keegan Type Indicator (KTI) instrument contains 32 items (compared with 132 items in the MBTI). Of the 32 items 24 are bipolar statements and 8 items on statements to be ranked on a scale from 1 to 4.

The instrument collects only variables relevant for the study. The instrument has acceptable face and content validity and is based explicitly on Jung's typology. It must be stressed that the MBTI is a general test of the typology while KTI is a test for managers measuring decision-making styles based on Jung's theory (Andersen, 2000a, p. 57).

The Instrument for Measuring Motivation Profile

In his empirical research McClelland applied the Thematic Apperception Test (TAT) (McClelland & Steele, 1972). A number of objections have been voiced against this method for measuring motivation (Gordon, 1991, p. 141; Maehr, 1974, p. 889). To test the validity of TAT has proven difficult while

Vicars were both managers and spiritual leaders

the reliability cannot be tested. A number of scholars (i.e. Litwin & Stringer, 1979) has therefore suggested that questionnaires would be an alternative in research. Murray (1938, pp. 530ff) used both TAT and a questionnaire. He concluded that TAT was probably a better method than the written instrument. Both measuring methods were acceptable.

The questionnaire applied here – The Andersen Motivation Profile Indicator (AMPI) – is a forced-choice instrument with 24 pairs of questions with 8 pairs of items for each of the variables. It is explicitly developed to measure the motives according to McClelland's theory and definitions. The AMPI measures the relative strength of the three needs, that is, the motivation profiles. The instrument which is masked, is tested for reliability and validity (Andersen, 1991). The AMPI has been applied in research (Andersen, 1994, 1999).

The Instrument for Measuring Operation Demands

Arvonen and Ekvall (1996) introduced the concept of operation demands. The concept of operation demands includes three indices: change/development, structure, and employee /relations requirements (Arvonen & Ekvall, 1996, pp. 5–6). The instrument contains 30 items (10 for each demand) and is based on a Likert scale from 1–6 as with the CPE-instrument. The Operation demands instrument has been used in studies performed by Ekvall and Arvonen (1991, 1994) and Arvonen and Ekvall (1996, 1999).

Testing the Model

The model has been tested in two different ways. The four factors in the model are not theoretically independent of each other. It can be argued that the four factors are complementary and that they may add something of value when trying to describe change oriented behaviour in managers. The first test aims at establishing to what degree the factors were dependent of each other empirically. Rank correlation coefficients were calculated to answer this question. How many of the managers investigated had the propensity to change? How many had change strength? Finally, how many managers had an optimal capability to initiate and implement major changes in their organisations? To establish the rate of change strength is the second test of the model.

Correlation between the Factors of the Model

The rank correlation between the variables change-centred style and intuition is .51 ($p < .01$) for all vicars investigated ($N = 153$). The correlation between change-centred style and power motivation is .06 ($p > .10$) and the correlation between change-centred style and change operation demand is .53 ($p < .01$). The correlation between intuition and power motivation is $-.02$ ($p > .10$). The correlation between intuition and change operation demand is $-.02$ ($p > .10$). Finally, the correlation between power motivation and change demand is $-.02$ ($p > .10$). Only two of the correlation coefficients are significant, namely between change-centred style and intuition and between change-centred style and development demands.

These results can be compared with previous investigations showing that the correlation between the variables intuition and power motivation for Swedish managers ($N = 222$) was $-.15$ ($p < .01$) (Andersen, 1994, p. 316). The correlation between the variables change-centred style and operation demand of change and development for Swedish and US managers ($N = 2,109$) was .20 ($p < .001$) (Arvonen & Ekvall, 1996, p. 7). Table 2 gives the distribution of managers regarding the change factors.

The Empirical Degree of Change Strength

It is hypothesised that the change strength would be very low in the sample. The objective of the investigation of Swedish vicars was to find out their change capacity. The change model was developed for that purpose. The conclusion and implication of that investigation is presented in Andersen and Hansson (2000). Only 14 vicars (9%) were change-centred and intuitive. They can consequently be characterised as having a propensity to change. Of the 153 vicars, only three (2%) had the combination of change propensity and power motivated behaviour called change strength.

The investigation of the vicars' perception of operation demands show that 11 vicars (9%) regarded the operations demands of change and development to be most urgent and imperative. On theoretical grounds we may claim that maximum conditions for initiating and executing changes in organisations not only refers to their change-oriented style and intuition, but also has to do with their willpower to influence and manage changes. Maximum conditions to do so are present if the vicars also perceive an urgent demand for changes and development of the operation of the organisation. Vicars with

Few vicars were change centred

Table 2. Dimensions and factors of the change model.

Leadership style	Decision-making style	Motivation profile	Operation demand
Production-centred (5%)	Sensing (27%)	Achievement (13%)	Structure demand (12%)
Change-centred style (34%)	Intuition (17%)	Power motivation (30%)	Change demand (9%)
Employee-centred (61%)	Thinking (14%)	Affiliation (57%)	Employee demand (79%)
	Feeling (42%)		

change strength and perception of change demands will assumedly be able to initiate and execute changes. Only two (1%) of the vicars have maximal capabilities to manage their organisations in times of major changes. This can also be expressed by stating that 99% of the Swedish vicars lack capabilities to manage their own organisations through radical changes.

Conclusions

The first test showed that the variables in the model did not correlate to a high degree in any direction. The significant and positive correlation between the change-centred style and intuition variables is theoretically interesting. The correlation is, however, not so strong to be able to conclude that the variables measure virtually the same thing.

Nor can we conclude that they do not both add to the model. The correlation between change-centred style and change operation demand is of the same magnitude and in line with previous research supporting the same conclusion. Correlations between the other variables of the model are insignificant and low indicating that the variables are more and less empirically independent of each other. It is evident from the items of the instruments that some degree of positive correlation will occur. All variables of the model give descriptive and probably predictive strength to the model.

This conclusion supports the hypothesis that very few of the managers (vicars) investigated have the propensity strength to initiate and implement organisational change. Figure 2 shows the theoretical change model with the main empirical data and conclusion included.

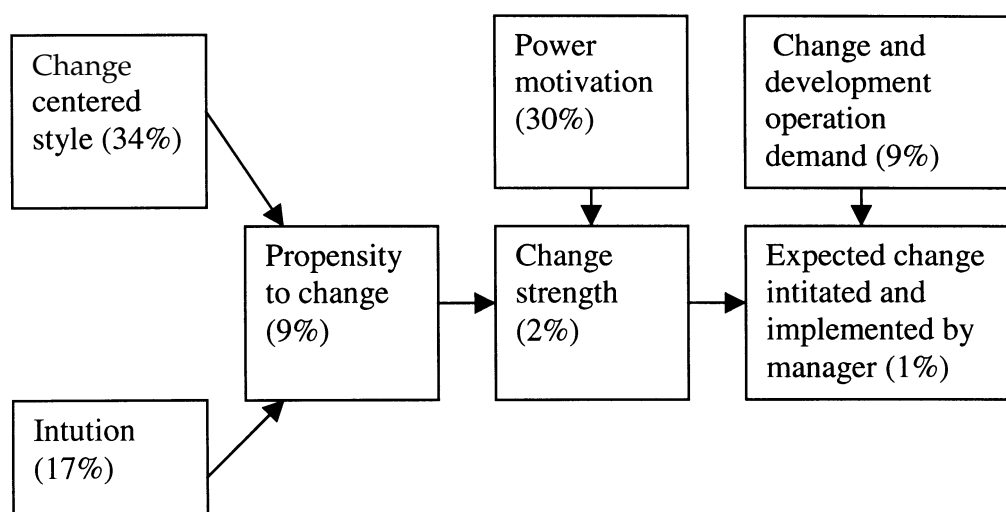


Figure 2. The change model with empirical results

How can we explain the result of low propensity and change strength in vicars? The leadership style and the operation demand preferences are due to attitude. Attitudes can change, but are seen as relatively stable factors. The decision-making functions are stable personality factors. Motivation factors (needs) are also seen as relatively stable factors. The following explanations are suggested. The low degree of change orientation in vicars is most likely due to strong orientation towards people and serving people by priests. This is evident in this investigation by the high scores on relationship oriented leadership style, the large number who are feeling types, the dominance of affiliation motivation profile and the high degree of relationship demand. It appears reasonable to suggest that the recruitment procedures and promotion criteria applied by the church favours those who are seen as people oriented in general both in regards to the worshippers as well as to the church staff in general. The nature of the church organisation, favouring stability and tradition, does not primarily encourage change initiatives.

Discussion

The model presented here may be of value to managers as the notion capacity to change has been given a specific definition and meaning. It may be possible to use the model when an organisation is about to embark on major changes in order to assess the capability of the managers to initiate and implement planned changes.

Since the model is an eclectic one drawing from various sources of leadership theory the model may revitalise the leadership style research as well as the research into the importance of leader motivation and decision making. Leadership styles, leader decision-making styles and leader motivation profiles are all concepts and theoretical contributions well established in leadership research (Andersen, 1999, 2000a, 2000b).

The model has only been tested on one sample and that sample of Swedish vicars is no doubt quite unique. The theoretical limitations are many. The model does not include the behaviour and potential of the subordinates nor does it include the restrictions and options that managers face when trying to initiate and implement change in their organisations. No assessment is included in the model of the actual need for organisational change and development due to external conditions.

By acknowledging the focus on change and development in organisations, management

researchers are attempting to grasp the impact by management on the successful implementation of change. The research in this area needs to be strengthened. More data is needed in order to establish the relationship between the variables in the model to ensure that the variables are not strongly related to each other, and that they all contribute to the model. More research is needed to test the model on organisations by studying some organisations that have implemented major changes successfully and some that have not. In this way, we may be able to understand the relationship between successful organisational changes and the propensity to change by the managers of those organisations.

References

- Andersen, J. A. (1991). *Managers and motivation – Theory and test of the AMPI Instrument. (Lederes motivasjon – teori og instrument).* (Norwegian). Lund: Lund University.
- Andersen, J. A. (1994). *Leadership and effectiveness (Ledelse og effektivitet).* (Norwegian, summary in English). Lund: Lund University Press.
- Andersen, J. A. (1999). Are power motivated leaders more effective? A review of McClelland's theory. In M. A. Rahim, & R. T. Golembiewski (Eds.), *Current Topics in Management* (pp. 41–59). Volume 4. Stamford, CT: JAI Press.
- Andersen, J. A. (2000a) Intuition in managers. Are intuitive managers more effective? *Journal of Managerial Psychology*, 15, (1), 46–63.
- Andersen, J. A. (2000b). Leadership and leadership research. In S. B. Dahiya (Ed.), *The Current State of Business Disciplines: Vol. 6. Management.* (pp. 2267–2287). New Delhi: Spellbound Publications.
- Andersen, J. A., & Hansson, P. H. (2000). Kyrkoherdars förändringsberedskap (The propensity to change. An investigation of Swedish vicars). Paper presented at the 8th Nordic Conference on Leadership and Organisation Research. Växjö, 27–28 April, 2000.
- Arvonen, J., & Ekvall, G. (1996). Effective leadership style – both universal and contingent? Stockholm: Reports from the Department of Psychology, Stockholm University, No. 819.
- Arvonen, J., & Ekvall, G. (1999). Effective leadership style – both universal and contingent? *Creativity and Innovation management*, 8, (4), 242–250.
- Arvonen, J., & Pettersson, P. (1999). Leadership profiles, moderating factors, and coworker health in the context of downsizing. Stockholm: Reports from the Department of Psychology, Stockholm University, No. 862.
- Arvonen, J. (1995). Leadership behavior and coworker health – A study in process industry. Stockholm: Reports from Department of Psychology, Stockholm University, No 801.
- Briggs-Myers, I., & McCauley, M. H. (1985). *Manual: A guide to the development and use of the*

- Myers-Briggs Type Indicator. Palo Alto, CA: Consulting Psychologists Press.
- Burnes, B. (1996). *Managing change. A strategic approach to organisational dynamics*. London: Pitman.
- Ekvall, G., & Arvonen, J. (1991). Change-centered leadership: An extension of the two-dimensional model. *Scandinavian Journal of Management*, 17, (1), 17–26.
- Ekvall, G., & Arvonen, J. (1994). Leadership profiles, situation and effectiveness. *Creativity and Innovation Management*, 3, (3), 139–161.
- Ekvall, G., & Ryhammar, L. (1998). Leadership style, social climate and organisational outcomes: A study of a Swedish university college. *Creativity and Innovation Management*, 7, (3), 126–130.
- Farkas, C. M., & Wetlaufer, S. (1996). The ways chief executives officers lead. *Harvard Business Review*, 74, (3), 110–121.
- Fleishman, E. A., & Harris, E. F. (1962). Patterns of leadership behaviour related to employee grievances and turnover. *Personnel Psychology*, 15, 43–56.
- Ford, C. M. (1999). Interpretive style, motivation, ability and context as predictors of executives' creative performance. *Creativity and Innovation Management*, 8, (3), 188–196.
- Gordon, J. R. (1991). *A diagnostic approach to organisational behaviour*. Boston: Allyn and Bacon.
- Hemphill, J. K., & Coons, A. E. (1957). Development of the leader behaviour description questionnaire. In R. M. Stogdill, & A. E. Coons (Eds.), *Leader behaviour: Its description and measurement* (pp. 6–38). Columbus, OH: Bureau of Business Research, Ohio State University.
- Jung, C. G. (1921/1971). *Psychological types. The collected works of C.G. Jung, Vol. 6*. Bollingen Series XX. Princeton, N.J.: Princeton University Press.
- Jung, C. G. (1976). *TYPOLOGI. Till frågan om de psykologiska typerna*. (Typologie – Zur Frage der psychologischen Typen. Olten: Walter- Verlag AG, 1972). (Translated from German). Stockholm: Berghs.
- Keegan, W. J. (1980). *How to use the KeeganType Indicator (KTI) and the Keegan Information Processing Indicator (KIPI)*. New York: Warren Keegan Associates Press.
- Keegan, W. J. (1982). *Keegan Type Indicator Form B*. New York: Warren Keegan Associates Press.
- Keegan, W. J. (1984). *Judgements, choices, and decisions*. New York: Wiley.
- Lindell, M., & Arvonen, J. (1996). The Nordic management style – an investigation. In S. Jönsson (Ed.), *Perspectives of Scandinavian Management*. Gothenburg: GRI Gothenburg Research Institute.
- Lindell, M., & Arvonen, J. (1997). The Nordic management style in a European context. *International Studies of Management and Organizations*, 26, (3), 73–91.
- Litwin, G. H. & Stringer, R. A. (1979). Motivation and behaviour. In R. M. Steers & L. M. Porter (Eds.), *Motivation and work behaviour* (pp. 55–66). New York: McGraw-Hill.
- Maehr, M. L. (1974). Culture and achievement motivation. *American Psychologist*. December, pp. 887–896.
- McClelland, D. C. (1961). *The achieving society*. Princeton, NJ.: Van Nostrand.
- McClelland, D. C. (1990). *Human motivation*. Cambridge: Cambridge University Press.
- McClelland, D. C., & Steele, R. S. (1972). *Motivation workshops*. New York: General Learning Press.
- Murray, H. A. (1938). *Explorations in personality*. Oxford: Oxford University Press.
- Skogstad, A., & Einarsen, S. (1999). The importance of a change-centered leadership style in four organisational cultures. *Scandinavian Journal of Management*, 15, (3), 289–306.
- Stoknes, P. E. (1992). Hva er Myers-Briggs Type-Indikator? (What is the Myers-Briggs Type Indicator?) In D. Sharp (Ed.), *Personlighetstyper* (Personality types: Jung's model of typology). (pp 103–116). Oslo: Forlaget Paul Moxnes.
- Sverke, M., Arvonen, J., & Lindell, M. (1999). Assessing change-, production-, and employee-oriented leadership: Cross-cultural comparison of measurement properties. Stockholm: Reports from Department of Psychology, Stockholm University, No 861.

Dr. Jon Aarum Andersen is an Associate Professor at the School of Management and Economics, Växjö University, Sweden.